



CAMPAU / BANGLATOWN

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NEIGHBORHOOD DEVELOPMENT & IMPLEMENTATION PLAN

Project Information – April 2017



CAMPAU / BANGLATOWN RFP #17EJ952, City of Detroit, Office of Contracting and Procurement
on Behalf of the Planning and Development Department, Maurice Cox, Director and Mayor Mike Duggan

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CAMPAU / BANGLATOWN

Neighborhood Development & Implementation Plan

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1.0

INTRODUCTION AND VISION

The City of Detroit is issuing a “Request for Proposal’s (RFP) from an experienced landscape architecture design lead team with strong design and economic development partners, preferably with experience working with ethnic communities, to provide planning and design services for the Campau/Banglatown neighborhoods. The primary goal is to create a neighborhood development and implementation plan for Campau/Banglatown with a specific focus on land stewardship, commercial corridor improvements, and rehabilitation development. The City of Detroit will utilize U.S. Housing and Urban Development (HUD), Community Development Block Grant Funds assistance for the Campau/Banglatown Neighborhood Development and Implementation Plan.

Selected team will actively work with City and the community to script a neighborhood development and implementation plan that will provide an actionable “road map” for the City to 1) transform vacant landscapes into productive, sustainable, and beautiful spaces for the community; 2) preserve and strengthen neighborhood assets within the RFP’s planning boundary; 3) improve economic opportunities, social vitality, and mobility within the neighborhoods and along commercial corridors; and 4) improve rental and homeownership options for the neighborhood.

2.0

MINIMUM QUALIFICATIONS

Proposals will only be accepted from those firms demonstrating a minimum of five (5) years of experience and built projects providing the services requested in this RFP. References that will verify project experience should be provided.

3.0

TEAM QUALIFICATIONS

Successful respondents to this RFP must present a team of individuals with a diversity of skill sets in order to provide and manage all required areas of scope of services/scope work. Some respondent firms may be multi-disciplinary enough to offer all of the necessary skills “in-house” however this structure is not encouraged; the requested scope of services/scope of work and primary deliverable is complex and its end product will require expertise from multiple fields and sectors. The City strongly encourages respondents to consider inclusion of team members that represent the residents and ethnicities of these neighborhoods and/or are Detroit-based, minority led, and/or otherwise have a substantive body of knowledge or experience with Detroit. The following is a detailed list of consultant team qualifications, organized by area of expertise:

3.0.1 Project Management

- Demonstrates organizational excellence, assessment of range of planning issues, financial evaluation, and cross-sector leadership
- Ability to oversee and manage efficient inter-agency processes and recruit stakeholders to facilitate timely decision making and successful project execution
- The City encourages teams to include at least one local intern with interest in the areas of Architecture, Landscape Architecture, Engineering and Urban Planning or Design

3.0.2 Community Engagement Partnership

- Successful engagement in communities of color, low income and/or depressed markets



- Extensive experience working with and sensitively integrating diverse and ethnic communities in planning processes
- Demonstrate a competent aptitude in researching and critically analyzing prior community planning recommendations and inclusively establishing neighborhood goals with community stakeholders and consensus-building organizations
- Demonstrate ability to propose and inspire a vision and implementable strategies that inclusively integrate neighborhood goals, strengthen community assets, improve the quality of life, and support the revitalization of residential neighborhoods
- Demonstrate ability and creative capacity to communicate complex planning and engineering ideas and designs into informative and understandable presentations for a variety of audiences, as well as providing public presentations and exhibits in a variety of forums
- Enthusiasm and willingness to work with local groups that have established neighborhood relationships and trust to achieve community engagement goals
- Commitment to incorporating citizen preferences with City directives
- The City encourages teams to include a local artist with strong community ties.

3.0.3 Architecture, Landscape Architecture, and Urban Design Teams

- Design teams must show qualifications and experience in developing Master Plans, design guidelines (incl. for affordable and market rate new or rehabilitated housing), and urban design visions for a comprehensive neighborhood

framework for housing and the public realm

- Design teams must demonstrate experience with technical design components such as infrastructure, land-use, utilities, streetscape, and both transit-oriented and non-motorized design. They must also be able to identify physical assets worthy of preservation or adaptive reuse and have experience in deploying those strategies
- Demonstrates design excellence, technical competence, and innovative urban landscape architecture design and engineering designs in multi-consultant collaborative settings

The vendor must have experience with sustainable landscape architecture and innovative design strategies to transform vacant land

- Team must have experience working with local municipal departments, shifting codes and zoning requirements

3.0.4 Professional with “strong understanding of economic development, housing and vacant property reuse”

- Team members demonstrate experience identifying successful opportunities and financial frameworks that support growth of existing businesses and/or attract new business and employment opportunities
- Team members demonstrate experience developing linkages between economic development, housing and green space/energy uses, and have working knowledge of metrics for measuring the benefits of the infrastructure on economic development, housing and revitalization.



3.0.5 Technical Surveying and Mapping Specialization

- Demonstrate expertise and mapping proficiency with GIS and supporting graphic software to produce parcel level maps that show information such as but not limited to property ownership, zoning, site condition, vacancy, and use; create additional layers to show results of topography, flow, and soil surveys.
- Ability to perform and/or acquire required consultants that are able to produce technical and statistical

expertise to support design and development recommendations (i.e. topography, slope, storm water flow, piezometric head, soil type and infiltration rates, soil contamination)

- As needed and as appropriate, the City will provide access to existing data sets on parcel information and any supportive digital models and maps as a springboard to scope work

4.0

NEIGHBORHOOD BOUNDARIES & CONTEXT

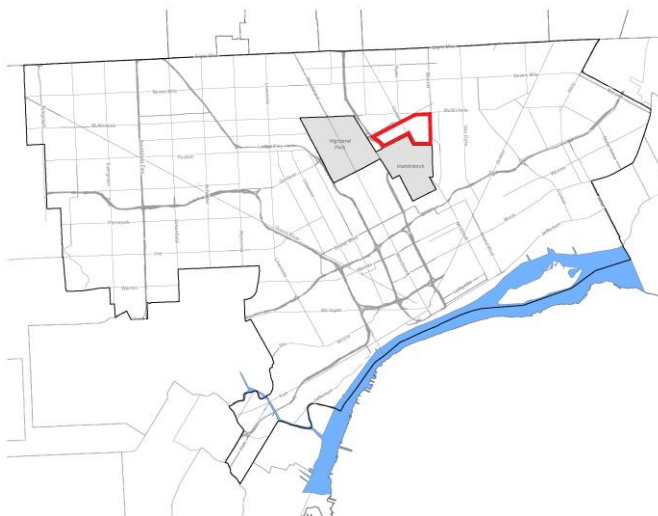
Project Boundaries and Neighborhood Profile

Located directly north of the City of Hamtramck's border, the area of planning focus, approximately 1.1 square miles, is geographically bound by Dequindre on the west, Davison and McNichols on the north, Mound on the east, and Carpenter on the south.

This section of Detroit is home to one of the nation's densest clusters of Bangladeshi-Americans and the only place in America where one can get a voting ballot in Bengali. The neighborhood is home to large numbers of African-Americans, Yemeni, Polish, Bosnian, and other ethnic populations and is a dynamic place that demonstrates many of the values that a diverse, immigrant-rich community can offer. The community also contains a significant groundswell of artists and arts projects. This diversity – racial, ethnic, national origin, cultural – results in neighborhood experiences that are unique with Detroit.

This section of Detroit shows many signs of strength, progress, and opportunity. This area is home to a strong, connected, and diverse

community of residents and business owners. It also is a welcoming neighborhood where people from different cultures, backgrounds, and generations can learn about one another and contribute positively to the quality of life in the neighborhood. Conant Avenue, the main commercial retail thoroughfare, is bustling with



Above: Project boundaries within the City of Detroit (See Appendix for more detailed maps)

activity and is one of the few neighborhood retail strips in Detroit with virtually no vacancies. The existing and emerging artist and urban agriculture community are revealing innovative projects and programs which have been featured in national publications such as *The Atlantic*. Neighborhood stakeholders and future investors are committed to building upon the community's assets and creating an



environment that is inclusive and welcoming to new immigrants that are arriving into Detroit from abroad. The City of Detroit seeks to carry out an equitable and inclusive planning process that will bring forth an implementation plan that will produce an outline of specific short- and long-term development projects that can strengthen neighborhood and economical vibrancy.



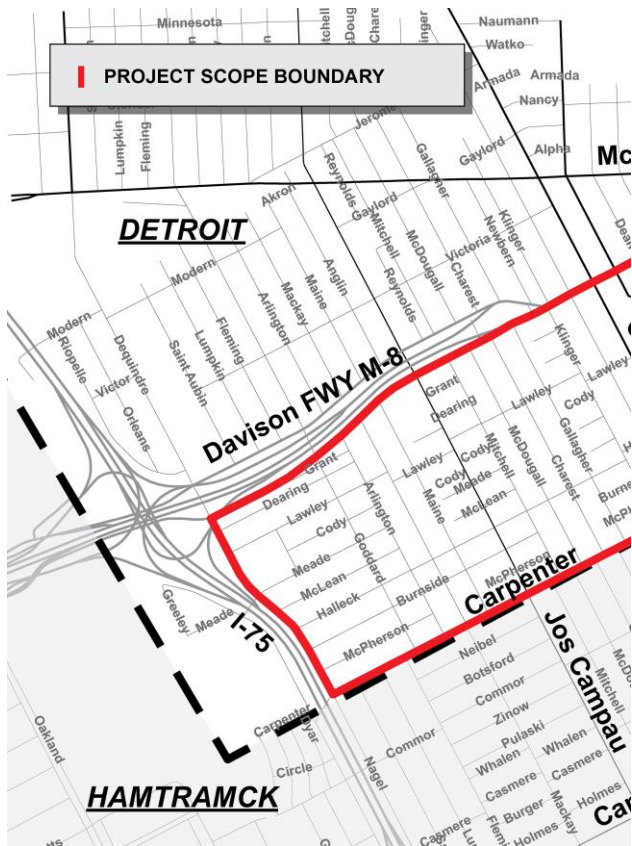


Figure 1: Street plan of Project scope boundaries



Figure 2: Aerial plan of Project scope boundaries



5.0

Scope of Services & Deliverables

The City of Detroit wants the selected team to perform a series of tasks and produce a set of deliverables in the following categories that will cumulatively bring forth a **Neighborhood Development and Implementation Plan** in which the City can strategically mobilize development and implementation efforts to support the neighborhood's short- and long-term visions. Tasks and deliverables for each work scope category will be outlined in the following sections.

5.1

PROJECT ADMINISTRATION & EXPECTATIONS

5.2

RESEARCH & COMMUNITY ENGAGEMENT

5.3

LANDSCAPE ARCHITECTURE: DESIGN & DEVELOPMENT

5.4

STREETSCAPE & CONNECTIVITY

5.5

HOUSING DEVELOPMENT, REHABILITATION & ECONOMIC DEVELOPMENT

5.6

ARTS & CULTURE

5.7

ZONING



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5.1

PROJECT ADMINISTRATION & EXPECTATIONS

The selected team will be working extremely closely with City agencies and will require much collaboration and coordination. The following are project and administrative expectations.

5.1.1 PROJECT APPROACH

Timeline: Develop a detailed timeline that will track flow of tasks and deadlines to meet the expectations of this RFP scope. Team will be expected to outline weekly work tasks, major mile markers, and deliver work incrementally to the City and stakeholders for feedback and review before submitting final deliverables. Timelines may shift and be modified, as needed and as appropriate during the planning process with City agency consensus.

5.1.2 TRAVEL

The selected team will engage in regularly scheduled weekly and/or bi-weekly project meetings either in person or by phone or video-conference. If the Lead team is not based locally, the Lead team is generally expected to budget for visits that equal the total number of months of the planning process (6 months = 6 visits) and stay for a minimum of 3 days, 2 evenings for in-person meetings with city leadership and evening sessions with communities. Sub-consultant travel will be scheduled as needed and as appropriate. The City will coordinate and negotiate a travel schedule prior to onboarding, taking into account geographic proximity of the selected lead team and the scheduling requirements of stakeholders.

5.1.3 MEETING PREPARATION / PRESENTATIONS

In collaboration with the City, the selected team will be asked to help prepare for and support internal meetings at City Hall, public meetings in the neighborhood, and other engagement initiatives with the creation of small and large scale digital and print graphics and maps; booklet presentations; newsletter content, layouts, and images; handouts; flyers; and up to 10 high-resolution print poster images for final presentations. Lead Teams will need to budget for printing costs of all communication material to be used during the engagement process; This to include printing of flyers, trifold, handouts, and/or surveys. If lead team is not locally-based, printing and delivery invoices shall be established with a Detroit-based printing company. More details in Section 5.2.3

5.1.4 OWNERHIPS RIGHTS AND ARCHIVE – The selected team grants full rights to all project material and will deliver digital copies of all work produced by this Scope of Services/Scope of Work on two portable hard drives



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5.2

RESEARCH AND COMMUNITY ENGAGEMENT

The City has undergone and is still undergoing many robust community-led and philanthropically funded planning initiatives. At times, these efforts are in parallel with city-led efforts. Design teams must understand that their work will use these platforms and their respective outcomes as a reference to launch their design and development work for this RFP scope. The City will provide the selected design team with an onboarding package and a schedule of onboarding orientations with key stakeholders when the contract commences. The following describes the initial tasks the design team will need to perform to better inform their planning approaches and design strategies as well as successfully communicating project intentions to the residents, public agencies, and partners.

Inclusive, innovative, and authentic community engagement are critical components to the success of the City's planning efforts. Engagement must be consistently threaded through the entire planning process and incrementally refined to mold to community dynamics and personalities. The following set of tasks provides base material and/or insightful interactions for teams to:

- 1) Identify existing conditions of the neighborhoods
- 2) Gain firm understanding of former, existing, and/or ongoing project and planning efforts
- 3) Identify community needs and priorities

Tasks are not limited to this list. If the applicant foresees the need for additional tasks to produce an effective Neighborhood Development Implementation Plan, teams should highlight task addendums in their application's proposal.

TASKS

5.2.1 CURRENT LAND CONDITIONS / DESIGNATIONS

Referencing the City's onboarding data and orientation discussions with city agencies and/or independent research, gain firm understanding of blight, land ownership, land vacancy, current land-uses, land valuation, site conditions, designated and informal historic districts, zoning and land-use regulations and demolition pipeline within RFP scope boundaries.

5.2.2 PREVIOUS LAND-USE HISTORY AND PLANNING EFFORTS

Referencing the City's onboarding data and orientation discussions with city agencies and/or independent research, gain firm understanding of all state, city, and local community-led planning efforts conducted within RFP scope boundaries.

5.2.3 COMMUNITY ENGAGEMENT

The City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD) will be the primary lead of community engagement initiatives; RFP Lead Team and any engagement sub-consultants will be an extension of the City of Detroit and cannot act or speak



independently from the City of Detroit regarding planning efforts in RFP boundary. Additionally, the City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD) will directly manage the lead team's community engagement staff and/or engagement sub-consultant however invoices for community engagement work will be paid through contract award and lead firm billing processes.

Lead engagement team members from consultant team and/or engagement sub-consultant will provide support on-the-ground assistance to the City of Detroit. A sample of responsibilities may include the following:

- Produce and cover costs for all print material to be used to communicate and execute engagement events; These products include flyers/postcard advertisements to announce planning meetings, trifold and educational handouts for residents, survey material, posters, and exhibition material.
- Provide staff power to canvas neighborhood to disseminate print material as needed and as required
- As needed, provide language translation for all print and digital communication to better communicate with majority of ethnic populations within planning boundary
- Provide assistance to the City of Detroit with any social media communication
- Craft PowerPoint presentations for public presentations to be delivered by the City of Detroit
- Participate in approximately 10 (+/-) community engagement, strategic task force sessions, and/or education efforts throughout the entire planning and design process
- Craft and execute feedback gathering activities; including discussion facilitation as requested by the City of Detroit
- Document engagement events and community conversations through photography and/or audio/visual media
- Digitally/manually record and synthesize community feedback through text, spreadsheet data analysis, and infographics to communicate findings in effective ways to reveal key neighborhood wants and needs.
- Deliver public presentations as requested by the City of Detroit
- All engagement event logistics and preparations regarding coordination, set-up, and take-down for all public engagement efforts



D5.2A EXECUTIVE SUMMARY: PLANNING ANALYSIS AND COMMUNITY NEEDS

This concise yet comprehensive executive summary and illustrative graphics should 1) provide a summary of each recent and concurrent neighborhood planning effort and summarize key similarities and differences between each effort and identify additional insights gained during the planning period and 2) provide succinct summaries of current conditions and neighborhood needs.

D5.2B ENGAGEMENT SUMMARY

Assemble a concise yet comprehensive summary that depicts and documents the process and methodology of informal and formal community engagement sessions conducted during the planning process. Additionally provide Appendix Exhibits that documents community engagement schedule, handouts, and photo documentation of each community session.

LANDSCAPE ARCHITECTURE: DESIGN & DEVELOPMENT

Innovative landscape architecture and productive open space environments is one of the key components to Detroit's revival. While robust economic and housing development tactics will run in parallel to open-space development efforts, the capacity for landscape architecture to be an instrumental vehicle for neighborhood vitality and economic strength cannot not be underestimated. The landscape architect selected to coordinate this initiative should expect to work extremely closely with the economic development and housing consultant team members to determine financially feasible and sustainable ways to immediately begin implementing design recommendations at the conclusion of this plan.

Land vacancy and infill land development opportunities found within the Campau/Banglatown neighborhoods will require the lead landscape architecture team to explore innovative landscape architecture and design recommendations to include 1) land stewardship; 2) landscape strategies along public right-of-ways; 3) the design of urban parks, neighborhood paths and/or public realm destinations, that could include renewable energy and/or arts & culture attractions; 4) urban agriculture opportunities that expand the vibrant urban agriculture community that already exists and/or; 5) the development of landscapes that honor existing culture and history of the neighborhood. The amount of land vacancy west of Joseph Campau and east of Conant presents a large canvas of design and development opportunity.

The following set of tasks provides base material for teams to:

- 1) Identify and analyze existing land and typological conditions found within the scope boundary
- 2) Identify and prioritize small and large-scale landscape development opportunities that can transform, stabilize, and revitalize areas vacant land into purposeful and productive landscapes, places, pathways, and thoroughfares
- 3) Identify the best locations for a viable network of small and/or large-scale open-space destinations and connective pathways that can better stitch together the neighborhoods of Campau, Banglatown, and the Hamtramck border



Tasks are not limited to this list. If applicant foresees the need for additional tasks to help inform and produce the Implementation Plan, teams should highlight task addendums in their application’s proposal.

TASKS

5.3.1 EXISTING CONDITION EVALUATIONS

Reference and analyze research material compiled by your team and/or provided by City and conduct technical site assessments and field observations to examine existing and former land uses, current site conditions, existing storm water and flooding vulnerabilities, and affiliated environmental conditions to better understand site and soil conditions, hydrology, landscape and/or infrastructural challenges to inform land development potential and design recommendations

5.3.2 MASTER STRATEGY EXPLORATIONS

- Neighborhood Landscape Design Strategy
Integrating insights gained throughout community engagement efforts and existing condition evaluations explore a robust set of design tactics that can transform vacant land and desolate parcels found in the neighborhood interior, along street corridors and alleyways to 1) enhance curb appeal; 2) strengthen and expand pockets of community spaces¹ into vibrant destinations for neighborhood residents and; 3) develop safe and beautiful connections through the neighborhood and provide attractive gateways between Detroit and Hamtramck
- Impact Assessment – Entire Neighborhood Boundary
As thinking and explorations evolve during the development stages of the Neighborhood Landscape Design Strategy, the team will provide justifications for design recommendations to describe how and why the chosen combination of strategies will yield the highest positive impact for the neighborhood and its residents.

5.3.3 PRIORITY PROJECTS

- Future Project Projections
While the team will be highlighting strategic design and development recommendations for the entire planning area in the “Neighborhood Landscape Design Strategy,” the team is being asked to additionally explore specific projects or combination of projects they believe can be mobilized towards construction within 18-24 months after the planning process concludes. City will be looking for actionable public, private, and/or public/private partnership initiatives to bring identified projects to reality. The team would not only identify priority projects and opportunity sites, but for each highlighted site, the team would also provide instructions regarding acquisition/land assembly strategy, estimated design and development costs, as well as long-term financial projections.

¹ i.e. factor in practices that improve social, economic, and ecology sustainability, including but not limited to: increasing canopy cover, microclimate mitigation, biodiversity and habitat, creating social spaces, developing productive uses such as urban forestry, solar renewable energy production, or horticulture; edge and corner street conditions of parcels that address public visibility, image, and the cohesive identity for neighborhood



- Impact Assessment for Priority Projects
Similar to the Impact Assessment drafted for the “Neighborhood Landscape Design Strategy,” this specific task asks the team to provide justifications for each identified project and/or opportunity site to describe how these specific initiatives will have the highest positive impact for the neighborhood and its residents.



D5.3.1 EXECUTIVE SUMMARY

Integrating insights from research, community engagement efforts, and existing condition examinations in this particular category scope, develop a finalized statement that summarizes the existing landscape challenges of the neighborhood and a high-level summary of proposed neighborhood-wide and specific design recommendations that will help strengthen the vibrancy of the neighborhood

D5.3.2 MASTER STRATEGY

Deliver a final report describing the Neighborhood Landscape Design Strategy and justifications for the entire RFP boundary that illustrates design vision and design recommendations through text, map graphics, and illustrative renderings and diagrams. As stated in section 5.0, this Master Strategy should be accompanied by a development budget that the City should anticipate to stabilize and strengthen the entire planning area. The Master Strategy consists of at least the following three components:

- Finalized Neighborhood Landscape Design Strategy
- Estimated Development Budget
- Impact Assessment of Design Recommendations

D5.3.3 PRIORITY PROJECTS & OPPORTUNITY SITES

Deliver a final report identifying at least 1-3 specific projects and/or opportunity sites the City can pursue and mobilize for construction within 18-24 months at the conclusion of the planning process. This report will be a combination of text, map graphics, and illustrative renderings and diagrams. As stated in section 5.0, each identified site will be accompanied by specific budget and pro-forma projections as well as justifications in regards to how it positively contributes to the revitalization of the neighborhood. For each identified Priority Project and/or Opportunity site, the following will be required:

- Site Map that locates identified Priority Projects & Opportunity Sites
- Site Profile Reports
 - Site Photos
 - Schematic Design Recommendations and Impact Assessment Justifications
 - Acquisition and Development Guidance
 - Estimated Development Budget and Financial Projections



The connective infrastructure and streetscapes between and within neighborhoods are significant to the health and well-being of neighborhoods, residents and cities. The streetscape character, walkability, travel speed, and transportation/mobility choices are all vital factors of a vibrant and rich neighborhood network.

Streetscapes and inter-neighborhood connections need much improvement in Campau and Banglatown neighborhoods. The lead project team and their sub-consultants will be asked to explore streetscape improvements and innovative design to improve connectivity to and through the neighborhood, and to adjacent neighborhoods and Hamtramck. Robust design and development strategies will need to be explored 1) along major motorized thoroughfares; 2) within the streets of the neighborhood interior; 3) alleyways, and; 4) and also evaluate potential for a connective string of aggregated sites for inter-neighborhood connections that may not exist today.

The street segments of particular interest to the City, but not limited to, are 1) improvements along Dequindre, Carpenter, Conant, Mound, and McNichols; 2) the alleyway between the Davison Service Drive and the neighborhood interior – the informal edge that currently serves as an informal travel path between a local school, community skateboarding park, and the library; and 3) key street segments that connect Detroit to the City of Hamtramck. Furthermore, the selected team will also be asked to explore transit and mobility improvements that need to be set in place to better serve the current and future populations.

The following set of tasks provides base material for teams to:

- 1) Identify and analyze existing streetscape and connectivity conditions/circumstances found within the scope boundary to highlight current and anticipated challenges and needs
- 2) Identify and prioritize small and large-scale streetscape and connectivity improvements and/or interventions that improve the curb appeal and produce enjoyable, beautiful, safe and navigable corridors for a range of pedestrian, motorized, and/or non-motorized users either individually or in co-existence.
- 3) Identify prime locations to initiate immediate improvements and/or to create new neighborhood connections that can better serve the neighborhoods of Campau and Banglatown to each other and also to adjacent areas of Detroit

Tasks are not limited to this list. If applicant foresees the need for additional tasks to help inform and produce the Implementation Plan, teams should highlight task addendums in their application's proposal.

TASKS

5.4.1 EXISTING CONDITION EVALUATIONS



Conduct field observations of physical and qualitative conditions of streetscape, sidewalks, alleys, existing transit/mobility options and usage frequency for a wide-variety of users inclusive of youth, the elderly, and people living with disabilities²

5.4.2 MASTER STRATEGY EXPLORATIONS

- Neighborhood Streetscape and Connectivity Strategy:
Integrating insights gained throughout community engagement efforts and existing condition evaluations explore a robust set of design tactics that 1) improve physical pedestrian, motorized, and non-motorized infrastructure; 2) provide positive traveling/commuter experiences; and 3) increase access to current transit and mobility offerings.
- Impact Assessment – Entire Neighborhood Boundary
As thinking and explorations evolve during the development stages of the Neighborhood Streetscape and Connective Strategy, the team will provide justifications for improvement and design intervention recommendations to describe how and why the chosen strategies will yield the highest positive impact for the neighborhood.

5.4.3 PRIORITY PROJECTS

- Future Project Projections
While the team will be crafting a strategic design and development recommendations for the entire planning area in the “Neighborhood Streetscape and Connectivity Strategy,” the team is being asked to additionally explore 1-3 specific projects or street/corridor segments they believe can be immediately implemented within 18-24 months after the planning process concludes. City will be looking for actionable public, private, and/or public/private partnership initiatives to bring identified projects to reality. The team will not only identify priority projects and specific street segment improvements, but for each highlighted site, the team will also provide guidance regarding acquisition/land assembly strategy, estimated design and development costs, as well as long-term financial projections.
- Impact Assessment for Priority Projects
Similar to the Impact Assessment drafted for the “Neighborhood Streetscape and Connectivity Strategy,” this specific task asks the team to provide justifications for each identified project and/or opportunity segments to describe how and why these specific initiatives will yield the highest positive impact for the neighborhood and its residents.

² i.e. consider safety conditions including quality of hardscape materiality and conditions, lighting infrastructure, tree integrity and canopy conditions, medians, landscape features, lighting, signage, pedestrian, bicycle, and/or auto accidents, physical characteristics of street, bicycle and pedestrian grid network





D5.4.1 EXECUTIVE SUMMARY

Integrating insights from research, community engagement efforts, and existing condition examinations in this particular category scope, develop a finalized statement that summarizes the existing streetscape and connectivity challenges of the neighborhood's current state and a high-level summary of proposed neighborhood-wide and specific design recommendations that will help strengthen the vibrancy of the neighborhood

D5.4.2 MASTER STRATEGY

Deliver a final report describing the Neighborhood Streetscape and Connectivity Strategy and justifications for the entire RFP boundary that illustrates the design vision and design recommendations through text, map graphics, and illustrative renderings and diagrams. As stated in section 5.1, this Master Strategy should be accompanied by a development budget that the City should anticipate to stabilize and strengthen the entire planning area as well as justifications in regards to how master strategy positively contributes to the revitalization of the neighborhood. The Master Strategy consists of at least the following three components:

- Finalized Neighborhood Streetscape and Connectivity Design Strategy
- Estimated Development Budget
- Final Impact Assessment of Design Recommendations

D5.4.3 PRIORITY PROJECTS & OPPORTUNITY SITES

Deliver a final report identifying at least 1-3 specific projects and/or opportunity sites the City can pursue and mobilize for construction within 18-24 months of the conclusion of the planning process. This report will be a combination of text, map graphics, and illustrative renderings and diagrams. As stated in section 5.1, each identified site will be accompanied by specific budget and pro-forma projections as well as justifications in regards to how it positively contributes to the revitalization of the neighborhood. For each identified Priority Project and/or Opportunity segment, the following will be required:

- Site Map that locates identified Priority Projects & Opportunity Sites
- Site Profile Reports
 - Site Photos
 - Schematic Design Recommendations and Impact Assessment Justifications
 - Acquisition and Development Guidance
 - Estimated Development Budget and Financial Projections



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5.5

HOUSING DEVELOPMENT, REHABILITATION & ECONOMIC DEVELOPMENT

The region covered in this RFP scope contains rich physical, historical, and cultural assets that can be targeted for reinvestment and development. This scope of services/scope of work is asks the design team to understand the existing conditions in the RFP scope boundary and assess its capacity to preserve existing and/or support new economic and housing development. Design team will work in collaboration with City of Detroit departments and agency partners as well as other key development stakeholders to produce a coordinated master framework for future development.

TASKS

5.5.1 EXISTING CONDITION EVALUATIONS

Investigate, reference, and/or analyze pre-existing research material compiled by design team and/or provided by City and its partners during the onboarding phase to assess and inventory existing and current economic development and housing development projects and preservation efforts under construction or in city's pipeline.

5.5.2 DEVELOPMENT MEMORANDUM ("Investment Memo")

Develop a consolidated memorandum that presents a phased implementation plan for the development components of the master plan vision, supported by market and financial feasibility analysis. The memorandum should include, at a minimum, the following separable components that succinctly describe the development implementation strategy and rationale:

- **Market Analysis**
Identify and review all recent and/or concurrent market analysis studies relevant to the RFP study area, including, but not limited to, the East Riverfront Planning Study, Inclusionary Housing Market Analysis, Livernois-McNichols Commercial Corridor Redevelopment Plan, and any other publicly available sources. (See 5.5.3 regarding Retail Market and Opportunity Analysis.) Collect additional data and complete analysis needed to assess indicators for economic development including retail and housing development interest and opportunities throughout the complete RFP study area. The Market Analysis should consider the current conditions within the RFP Study Area but should also consider the neighborhood, citywide, and regional context and market.
- **Opportunity Sites**
Identify and prioritize prime development sites within the RFP study area. These sites can be publicly or privately owned, and can include commercial (see 5.5.3), residential, mixed-use, single-family stabilization, historic preservation, or adaptive reuse opportunities. In coordination with PDD and HRD, a minimum of three (3) housing or mixed-use 'Opportunity Sites' will be identified to develop feasibility studies for [see



D5.5.2B for details]. These feasibility studies will be structured so as to be immediately usable as a supplement to a development RFP.

- **Master Development Strategy**

- Using a master planning and strategy framework, along with community input, develop a priority list of near-term development projects that can be executed within 18-24 months of contract start (including both Opportunity Sites and other projects), as well as 5-year, and complete neighborhood build out scenarios.
- Financing: In collaboration with City staff, partners, and other stakeholders, provide estimated development budgets for project implementation of the 18-24 month scenario, and identify potential financing and funding sources.
- Implementation: In collaboration with City staff, partners, and other stakeholders, recommend phasing of the 18-24 month scenario outlined above. Phasing recommendation should consider accessibility and availability of financial resources.
- Development Strategy: In collaboration with City staff, partners, and other stakeholders, identify additional opportunities for complementary economic development activities including adaptive reuse, commercial façade improvements, renewable energy districts, and parking strategies, to strengthen long term neighborhood residential and commercial vibrancy; corridors to consider but not exclusive to are [Conant, Joseph Campau, Carpenter and the Davison].

5.5.3 ECONOMIC DEVELOPMENT

- Business Attraction & Retention: DEGC is running a concurrent Retail Market and Opportunity Analysis that addresses this topic. The Retail study deliverables will include leakage and demand modeling for retail types, commercial site opportunity assessment, development scenarios and space planning, and marketing materials for priority properties as well as whole neighborhood commercial corridors. The intention is that the products from the Retail study will be developed in a coordinated manner with this RFP scope of services/scope of work and then folded into the Master Development Strategy and Opportunity Site components of the final Development Memorandum.



D5.5.1 EXISTING CONDITIONS SURVEY

Provide a detailed written and visual Existing Conditions Report that maps and locates 1) all existing and current commercial and residential opportunities and projects in the development pipeline and 2) all notable physical assets within the RFP scope boundary to be considered in the City's preservation and development strategy as opportunity sites.

D5.5.2A MARKET ANALYSIS

Provide a written summary of significant market indicators for the complete RFP Study Area for both single- and multi-family residential. Report should build off of all recent and/or concurrent studies identified in the Scope of Services, as applicable. Deliverables should include analysis, graphics, charts, and maps of findings by theme, as appropriate.

General: Market analysis should include population demographics and trends.

Residential: Residential analysis should include, but not be limited to: current per square foot construction costs (new construction, rehabilitation, and historic preservation) and other development costs; current average rental and for-sale rate range; and unit counts.

Retail: DEGC is running a concurrent Retail Market and Opportunity Analysis that should be reviewed and coordinated with.

D5.5.2B OPPORTUNITY SITES

Historic Preservation: In collaboration with PDD Historic Preservation staff, define the strategy and process for identifying physical and cultural assets within neighborhoods, along prominent commercial corridors, recognizing local and national historic districts, and determining the strongest candidates to incorporate into master development strategy, if applicable

Retail: Commercial, mixed-use and retail opportunity sites should be coordinated with the DEGC Small Business, Real Estate Development, and Motor City Match programs, and with the concurrent DEGC Retail Market and Opportunity Analysis.

Housing: In coordination with PDD and HRD, determine a minimum of three (3) housing or mixed-use opportunity sites to develop feasibility studies for. Note that opportunity sites may include adaptive reuse and single-family stabilization opportunities. Feasibility studies shall consist of site-relevant development and design analysis:

- Summary of relevant market analysis
- Schematic Level Development Budget, based on design analysis
- Design analysis (as relevant to project type):
 - Citywide Location map: indicating the site location relevant to other major districts and street network;
 - Site Context Map: showing adjacent zoning districts, right of way, etc.
 - Site Capacity Analysis: showing information including land use intensity, FAR, estimated unit counts, and square footage of uses including parks and open space
 - Parking Spaces Required: including off-street and on-street parking anticipated (e.g., surface, structured parking)
 - Two Alternative Schematic Site Plans: to the appropriate scale (including graphic scale) showing relevant site building information, including area square footage, building heights, setbacks, r-o-w, number of parking spaces
 - Generic Building Elevations for the purpose of indicating general character and relationship to adjacent existing site conditions/buildings
 - Street Profile Sections or perspectives of the urban character of the development

D5.5.2C MASTER DEVELOPMENT STRATEGY

- Comprehensive Development Framework: Building off development frameworks currently envisioned by City departments, agency partners, and key development stakeholders, produce a strengthened and coordinated master plan for the RFP Study Area that identifies strongest development opportunities and rationale for preservation, adaptive reuse, commercial façade improvements, new economic development sites, workforce training sites, new or rehab mixed-use medium density multifamily development, single-family housing rehabilitation, and parking strategies. Using this master planning and strategy framework, along with community input, develop a priority list of near-term development projects that can be executed within 18-24 months of contract start, as well as 5-year, and complete (10+ year) neighborhood build out scenarios.
- Financing: Provide a summary report identifying typically available funding sources, incentives, and abatements currently available for near-term development in the RFP study area.
- Implementation: Develop a report that 1) documents and describes how projects currently in the city pipeline fit into the comprehensive development framework developed above, and 2) identifies and prioritizes prime development sites, considering near-term catalytic development projects and supporting public realm improvements that can be implemented within 18-24 months of contract start. Narrative summary of recommendations, partnership opportunities, and implementation capacity.



5.6

ARTS & CULTURE

The Campau and Banglatown neighborhood contains a wealth of existing and emerging arts and culture interventions and initiatives that have attracted a lot of positive attention in the nation and amongst Detroiters. The neighborhood contains a community of individuals and groups ready and willing to deposit their creative energy into improving the neighborhood's public realm and properties in productive ways.

Known innovative destinations are scattered on the eastern and western sides of Joseph Campau, however there is no doubt there are many more efforts in the neighborhood planning area. This scope is requesting the selected team to collaboratively work with the City and the creative communities to 1) identify and locate the network of arts and culture initiatives within the neighborhood and 2) to strategize and integrate a layer of arts and culture development opportunities to support and expand master strategies within the Neighborhood Landscape Design, Streetscape and Connectivity, and Development scopes defined earlier in this RFP.

TASKS

5.6.1 EXISTING CONDITIONS INVENTORY

Identify, map, and categorize existing and emerging creative initiatives occurring in the neighborhood planning area in collaboration with the City and the neighborhood's creative communities and organizations.

5.6.2 DEVELOPMENT EXPLORATIONS

Investigate and explore a variety of arts and culture initiatives can be overlaid and integrated into the master strategies and implementation framework within this RFP . The selected team is being asked to explore arts and culture initiatives that can augment and enhance 1) landscape strategies including buffering and urban agriculture, 2) curb appeal and travel experience along thoroughfares and neighborhood connections, as well as 3) support historic preservation, economic and housing development efforts.

Tasks are not limited to this list. If applicant foresees the need for additional tasks to help inform and produce the Implementation Plan, teams should highlight task addendums in their application proposal

5.6

DELIVERABLES

D5.6.1 EXISTING CONDITIONS

Produce a map and categorized list of current and emerging creative initiatives occurring within the study area.

D5.6.2 DEVELOPMENT STRATEGY OVERLAYS (3)

Integrating insights from research, community engagement efforts, and existing condition evaluations produce a prioritized list of arts and culture efforts that that can be integrated, as applicable, into the following master strategies highlighted in previous sections



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The City of Detroit understands that much of the design recommendations that will come forth in design and development visions will require many modifications and variances to our city's zoning ordinance and established land uses. Design teams are being asked to not only track specific parking, zoning and/or land-use amendments, but also to investigate and identify regions in which large-scale zoning and/or land use modifications can occur to more efficiently deliver and produce the urban environments Detroit wishes to re-establish. Specific tasks are as follows:

TASKS

5.7.1 ZONING LIMITATION

Describe and locate challenges on commercial corridors and/or vacant land within residential neighborhoods that hinder success of design recommendations

5.7.2 TRACK VARIANCES

Track and describe all potential zoning changes (including rezoning, variances and/or amendments) necessary to successfully implement the RFP scope of services/scope of work

5.7.3 INTER-AGENCY COORDINATION

Advise HRD and PDD during their interface with municipal regulatory agencies to ensure City delivers vibrant spaces and places for neighborhoods and city residents

5.7

DELIVERABLES

D5.7A ZONING VARIANCE / AMENDMENT RECOMMENDATIONS AND IMPLEMENTATION OVERLAYS

As the City of Detroit is investigating comprehensive modifications to its zoning ordinance and land-uses, design teams need to help envision robust parking, zoning, and land-used strategies to help re-establish vibrant urban communities for Detroit's future. Design teams are being asked to: 1) submit a comprehensive report outlining large-scale zoning and/or land use amendment recommendations that can help usher in design and master strategy recommendations



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Engage the community

- Integrate insights from the City and resolve concerns held by community stakeholders during the entire planning and design

Support market recovery and stimulate private reinvestment

- Increase rate of housing development and re-occupancy to allow area to reach full potential
- Spur economic development and job creation along neighborhood and industrial corridors

Improve the quality of life and strengthen neighborhood amenities, housing, and produce inviting spaces for existing residents and spur population growth and/or attract visitors to the area

- Creatively connect jobs and housing to ensure mutually beneficial residential-industrial mix
- Encourage range of practical and innovative open space and GSI development strategies that simultaneously address water challenges and livability and commuter needs
- Encourage reinvestment in vacant corner lot conditions to stabilize nearby streets and blocks
- Elevate aesthetics and safety through streetscape and public realm improvements
- Augment existing urban forestry and permaculture initiatives through infrastructure designs

Create productive environment for business and industrial uses adjacent to proposed infrastructure

- Support efforts to attract commercial investments to neighborhood interior and corridors
- Explore renewable energy sources to attract new and sustain existing businesses

Energize a healthy active living environment through multi-modal connectivity

- Introduce network of non-motorized linkages between riverfront and adjacent neighborhoods
- Connect to existing and potential intermodal transportation options accessible to residents.

Encourage access for all

- Create a landscape that is a true public open space and accessible to all incomes, abilities, and a wide-variety of users inclusive of youth, the elderly, and people living with disabilities
- Elevate neighborhoods as regional assets and family-friendly gathering places
- Promote workforce development along identified corridors and neighborhood interior

Promote environmental stewardship and community health

- Include environmental justice, health, and sustainability in both the natural environment (e.g., wetlands, native plant species) and built environment (e.g., storm water mitigation, LED lighting, renewable energies)



ANTICIPATED PROJECT TIMELINE

May/June 2017	Design Team Selected
June 2017	Contract Development
June 2017	Onboarding Orientation / Preliminary Engagement
June-Nov 2017	Engagement / Scope Development / Report Outs
December 2017	Planning and Design Phase Ends
January – May/June 2018	Design and Construction Administration Advisement and Project Support



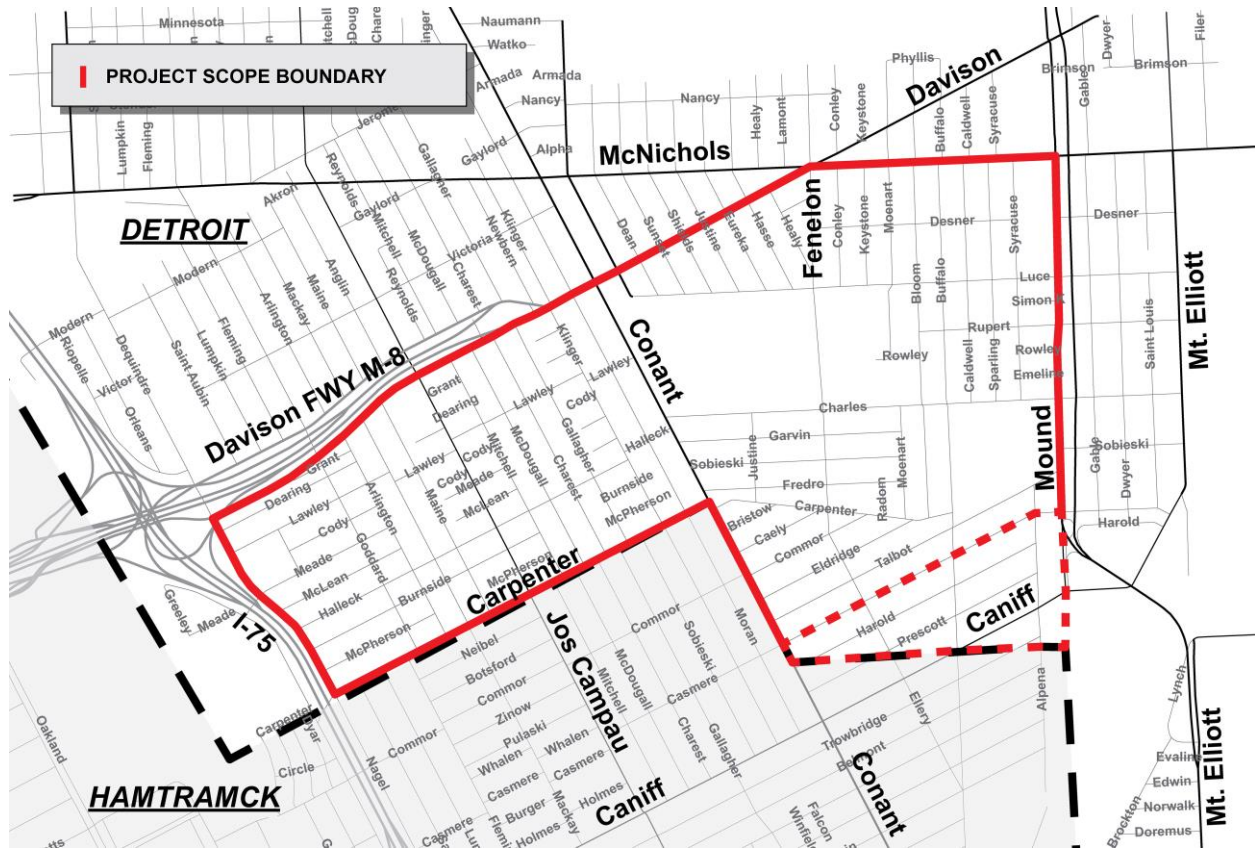


Figure 1: Street plan of Project scope boundaries



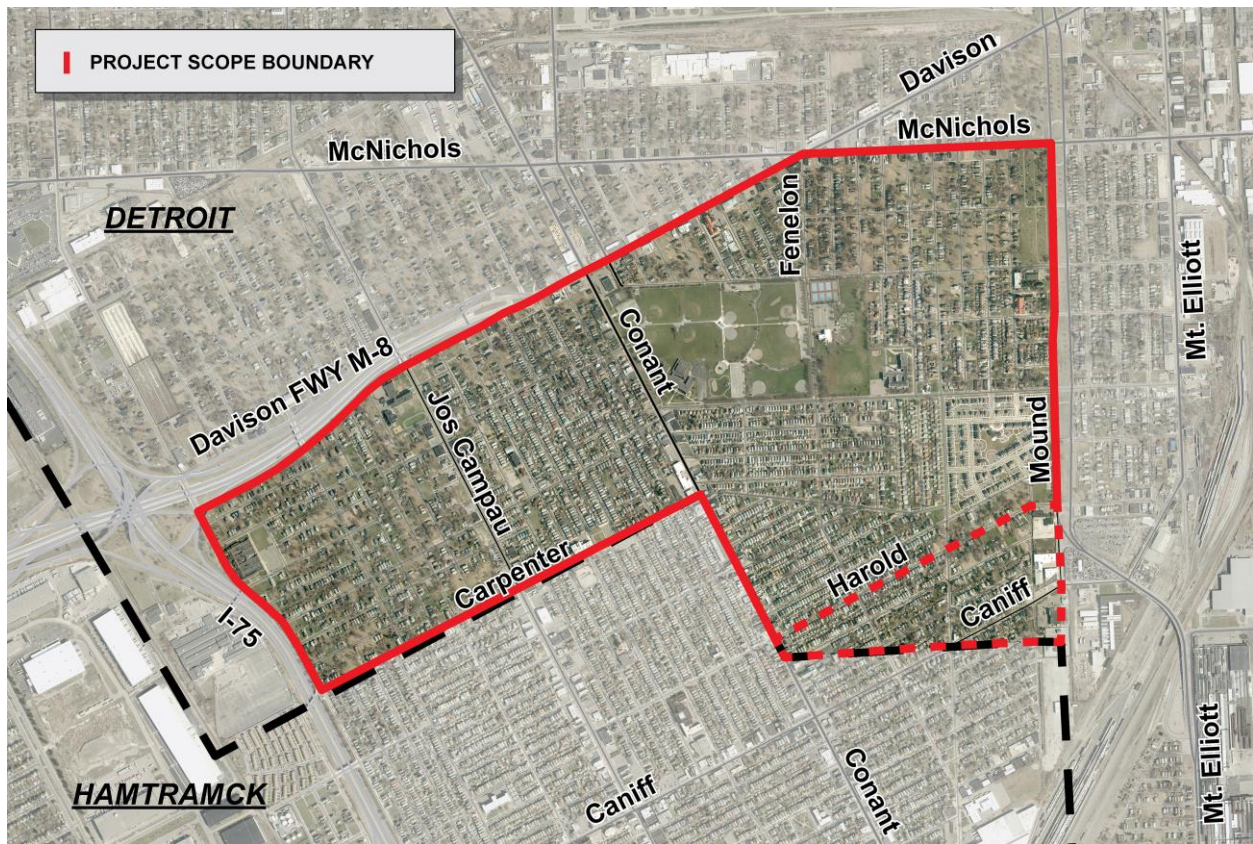


Figure 2: Aerial plan of Project scope boundaries

